

Navy Battle Force Alignment (NBFA) Initiative

**he initiative to align activities to deliver a full
functional Navy Battle Force at an
affordable cost.**

703-602-8070 x 303

Purpose

- **Capture your recommendations about**
 - NBFA project objectives and status
 - Objective and composition of the NBFA Process Project Team (PPT)
- **Confirm executive participation for workshop #3 (24 Feb)**

Problem Statement

Current processes, policies, management, information technology and budget structure do not adequately support an interoperable Battle Force (BF)

- **Navy processes (e.g., Fleet Modernization Program (FMP), Planning, Programming, Budgeting System (PPBS), Configuration Management (CM), etc.) are focused on platforms vice network-centric BF**
 - demand longer cycle time than today's technology evolution
- **Interoperability is not designed into systems**
 - modernized equipment does not necessarily yield increased BF capability
- **Lack of clear priorities allows too many organizations to make uncoordinated changes**
- **No single acknowledged, authoritative, accessible source of CM information**

Objective

Message by Mr. Pete Brown (NAVSEA 00B) of DTG 041115Z

Facilitate the establishment of a Navy-wide Battle Group Interoperability/Fleet Modernization Program/Acquisition Change Control policy and process that delivers fully supported/integrated warfighting improvements to the fleet.

Top Level Approach



Phase I - Corporate

Vision

Pre-briefs

Senior-level workshop #1

Senior-level workshop #2

Executive-level workshop #3

Phase II - Corporate

Design

Prepare

Assemble team

As Is

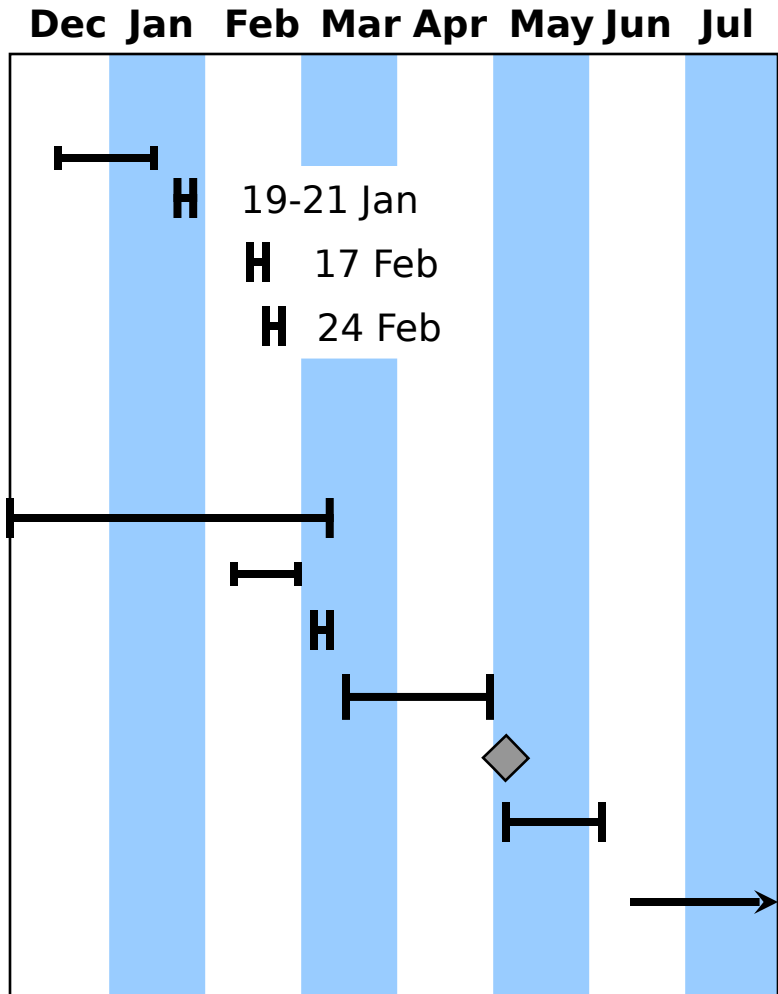
To Be

Approve "to be"

Resource Req./Validation

Phase III - Navy

Consensus/



Phase I Organizations and Representatives

Organization	Senior ¹	Executive ²
OPNAV - N43	CDR Sanchez	CAPT Gurke
- N6	CDR Westphal	
- N82		
FMB	CDR Apel	
CINCLANTFLT		
- N41	Covered by CPF	N43
- N43	CAPT Wetter	
- N6	Mr. Ferguson	Mr. Cole
LANT TYCOMS	CDR Lewellyn	
- SURF	CDR Reedy	
	Mr. Hammill	
- SUB	CDR Cofield	
- AIR	CDR Lewia	
CINCPACFLT		
- N41		RADM Taylor
- N43	CDR Mowery	- alternates
- N6	LCDR Steiner	Mr. Ryzewic
PAC TYCOMS		RADM (Sel) Murphree
- SURF	Covered by CPF	N43
- SUB	Covered by CPF	N43
- AIR	Mr. Blankenship	

1 Senior-level representative for Workshops #1 and #2

2 Executive-level representative for Workshop #3

3 Team Leader

Organization	Senior ¹	Executive ²
COMNAVSEA-SYSCOM		
- 01	Mr. Parel	Mr. Storey
- 00I	Ms. Digeronimo	Ms. Estep
- 03	Ms. Jaensch	Mr. Comstock
- 04L	Mr. Noble	Mr. Orner
- 04M	Mr. Haney	Mr. Petz
- 05	CAPT Ellison ³	Mr. Cipriano
PEO		
- Carriers	CAPT Carter	
- DD21		
- EXW	CAPT Carter	Mr. Altwegg
- MIW		
- SUB		
- TSC	LCDR Smith Mr. Lee Ms. Matter	
- USW		
COMSPAWAR-SYSCOM		ADM Gauss
USMC-HQMARCORC4I	Mr. Buckley	RADM Lengerich
NAVAIR	CAPT Jewett Mr. Geist Mr. Miller Mr. Narkevicius Mr. Jones	CAPT Jewett Mr. Prine

NBFA Vision

**Modernize the Battle Force as an
interoperable system.**

Key Design Principles

- **Roadmap of the BF and the process to manage it**
 - BF requirements define equipment baseline
 - BF deployment defines installation schedule
 - All changes must establish a relative value of that change based on mission requirements and operator needs (prioritize).
 - Process
 - flags interoperability issues
 - can adapt to size, complexity, and opportunities
- **BF Gatekeeper controls the roadmap**
 - focus on procurement of BF capability vice equipment
 - coordinates cross-functional IPT of key stakeholders
 - defines interoperability training
 - CINCs have final authority

Enablers

- **Funding**
 - flexible budget structure for capabilities (vice equipments)
 - resources for new processes must be identified up-front
- **Technology**
 - single, authoritative, accessible virtual database
 - fully automated process to support the roadmap
 - adherence to software naming conventions
- **Standardized metrics**
- **Enforceability**

NBFA PPT Charter

- **Objective**

- to define the process to enable the modernization of the Battle Force as an interoperable system

- **Team Composition**

- warfighter
- program manager
- modernization coordinator
- configuration manager
- logistician
- BFI system engineer
- FMP planner
- systems engineer
- information analyst
- budget/financial analyst

- **Participant organizations**

- CINCs 2
- OPNAV 1
- NAVCOMP 1
- SPAWAR 2
- NAVAIR 2

- **Schedule**

- 1 March - 4 June

- PEOs 3
- SEA 04 1
- SEA 05 1
- CIO 1

Background Slides

Acronyms + Abbreviations

<i>Term</i>	<i>Acronym</i>	<i>Definition</i>
• Battle Group Interoperability	BGI	
• Battle Force Interoperability		BFI Interoperability for a BG
• Fleet Modernization Program	FMP	
• Acquisition Change Control acquisition		ACC Change control during new
• Alteration Installation Team		AIT
• Commercial Off The Shelf product		COTS Commercially available
• Non-Developmental Item product		NDI Governmentally available
• Chief of Naval Operations		CNO
• Alterations	ALTs	
• Process Project Team	PPT	Integrated Project Team for reengineering projects
• Senior Steering Group	SSG	NAVSEA B-codes to lead reengineering
• Process Analysis Improvement Group		PAIG Staff to SSG

Phase I Products

- **Vision**
 - benefits of the current environment
 - concerns/deficiencies of the current requirements
 - vision
 - breakthrough concepts
- **Charter for a Process Project Team**
 - objectives
 - plan and schedule
 - participants
 - roles and responsibilities

Benefits of the Current Environment

- **Process**

- installations are completed on time
- disciplined system
- flexible process
- responsibility assigned to a low level (program manager)
- ability to track material in FMP
- FMP cost efficiencies (e.g., bulk materiel buys)
- FMP process works well and framework is well known
- supportive of long life-cycle mods
- process flexibility a starting point for improvement
- process improves over time
- acquisition streamlining has improved the ability to deliver new technologies and capabilities sooner

Benefits of the Current Environment (continued)

- **Policy**
 - Changes in funding (e.g., DSA account in the OPN line)
- **Finance and budget**
 - Process to plan change insertion into platforms
 - FMP has an honest broker check for disputes over money
- **Management**
 - People understand the system
 - FMP policy is in place
 - Single Point of Contact (POC) for each Battle Group
 - FMP facilitates effective communication
 - Data link Change Control Board (CCB) promotes interoperability compliance
- **Information technology**
 - Communication via e-mail and other means
 - Useful information on web sites

Benefits of the Current Environment (continued)

- **Miscellaneous**

- Integrated work packages reduces cost and impact to ship's force
- BFIT and shore test sites identify interoperability problems
- Technological advancements solve problems at reduced costs
- Prototyping and simulations reduce costs of design and testing
- Electronic document production and storage saves time, increases quality and availability
- Willingness to move to open architecture systems
- Wide range in options to test products

Deficiencies of the Current Environment

- **Process**

- Deliver products vice capability
- Changes in requirements affect interoperability
- Cycle time from idea to installation is too long
- Some equipment is installed without proper integrated logistics support (ILS)
- Inability to swap ALTS between different classes of ships
- All processes are not understood by all people
- Too many unknowns in the equation
- Cycle time is not well measured or known
- Long lead times are not reactive to short-term crises
- Approval of shipalts takes too long
- AIT installs are not in FMPMIS
- Changes installed outside planned availability are not updated

Deficiencies of the Current Environment (continued)

- **Process (continued)**
 - C4I alterations are not integrated
 - Tight constraints do not allow for errors in process
 - FMP document approval takes too long
 - Lack of coherent tactical picture
 - Central policy makers' demands are unrealistic
 - Process is not driven by operators in the fleet
 - No ability to prioritize proposed changes by return on investment (ROI)
 - Current process does not accommodate complexity
 - Process does not flag interoperability issues for SEA 05
 - Current processes must be reviewed
 - Need earlier fleet involvement

Deficiencies of the Current Environment (continued)

- **Policy deficiencies**
 - Lack of policy for operational overrides
 - NAVICP surcharge
 - Establish and follow definitions for K, D, and equipment ALTs

Deficiencies of the Current Environment (continued)

- **Management**

- Two different chains of command
- BGI/ACC/Window of Opportunity (WOO)/AIT communities not following procedures
- Requirements creep
- Poor communications
- SPAWAR has not fully implemented FMP
- Lack of clarity of control over ACC, FMP, BGI
- Last minute installs
- BGI doesn't have a waterfront proponent
- Some design agents lack ability
- Alterations outside planned availability are not well coordinated
- Operational overrides bypasses technical community
- Installers don't always provide adequate training

Deficiencies of the Current Environment (continued)

- **Management (continued)**

- Requirements identified close to installation leads to lack of completion of ILS and other requirements
- Lack of support for COTS
- Some fleet changes are not coordinated
- Lack of knowledge of management practices
- Lack of enforcement of Data Link Standards
- Lack of controls on “buy a little, test a little” approach
- Lack of system engineering skill for the Battle Group
- FMPMIS utilization and accuracy
- Acquisition streamlining
- Changes are not responsive to schedule requirements
- Need effective interoperability testing

Deficiencies of the Current Environment (continued)

- **Information technology**
 - Decentralized and fragmented Information Technology (IT) management
 - Lack of one database for FMP/BGI/ship alterations/FC/EC/ORD/ALT/AER, etc.
 - FMPMIS does not interface with MRMs
 - FMPMIS does not interface with prior year (PY) databases
 - Lack of integrated/convergent information systems
 - No visible database for proposed ALTs

Deficiencies of the Current Environment (continued)

- **Budget and finance**

- Budget process not supportive of rapid changes in requirements
- Ship program managers pay for cost uncovered by AITs
- Cash flow is all wrong
- Lack of control for funding to support interoperability
- Insufficient funding for design and planning
- Inability to span fiscal years (FY) with installation funds
- "Color of money" restrictions
- K-ALT prioritization not responsive to fleet requirements
- Modernization does not approach ships as integrated platforms
- Modernization is stovepiped by ship classes
- Modernization requirements migrate to fleet without resources

Deficiencies of the Current Environment (continued)

- **Miscellaneous**

- Insufficient training and supply support
- Maintenance cycles do not respond to changing battle group compositions
- Limited asset availability for testing during development
- FMP waiver
- SOVT
- BGI/FMP don't adequately address interoperability
- Trident subs are not covered by FMP - creates extra costs for sub force

Vision Elements

- **Interoperable battle force**
- **React to changing market (fleet requirements)**
- **Acquisition and installation of capable and supported systems**
- **Single policy and process, including PPBS**
- **Defining requirements**
- **Network centric philosophy**
- **Program planning and budget**
- **NAVCOMP to support Navy goals**

Breakthrough Concepts: Budget and Finance

•Develop Integrated Budget Process

- 1.1 Develop systems engineering Integrated Budget Process
 - 1.1.1 Define required capabilities and identify eqp/alts/testing/spt required to a capability via engineering/interoperability analysis
 - 1.1.2 Review, analyze, update roadmap on iterative basis to support budget m
- 1.2 Create Linkages in Budget to Clearly Identify Interoperability
 - 1.2.1 Price out roadmap on iterative basis to support budget milestones.
Roadmap must be defensible and justifiable.
 - 1.2.2 Ensure all design, acquisition, installation and testing costs are identified
 - 1.2.3 Prioritize costs and identify the impact of budgetary changes on “real time
 - 1.2.4 Create budgetary tool/exhibit to identify interoperability requirements du
budget reviews.
- 1.3 Enforce Budgetary Priorities
 - 1.3.1 Provide SEA 05 authority to redirect programming and budgeting prioritie
programs, ships, and commands.
 - 1.3.2 Establish flexibility within budget process to meet emergent interoperabi
requirements
 - 1.3.3 Create reporting metrics to measure effectiveness of budget to support
interoperability

Breakthrough Concepts: Information Technology

- **Leverage knowledge management**
 - Single view source of information that is available to everyone who needs it
 - Establish links between the different sources of funding used to resource the Battle Force
 - Move FMP vision from procurement of systems to procurement of Battle Force capabilities
 - No new IT systems

Breakthrough Concepts: Guidance and Policy

- **Some in charge of delivering a fully functional Battle Force capability as required by CINC**
- **Incorporate “Golden Rule”**
 - give funding authority to people with responsibility
- **Fund capabilities vice systems**
- **Empower Cross Discipline committees to support required upgrades in capabilities**
 - coordinate and prioritize upgrades across platforms

Breakthrough Concepts: Discipline and Enforcement

- **Provide discipline and enforcement via PMR/MDA**
- **Engineering department provide training to address interoperability issues**

Breakthrough Concepts: Process

- **There will be a gatekeeper.**
 - SEA 05, 04, PM, CINC choose gatekeepers and define the roles
 - CINC's have final authority for installing ALTs on ships
- **Battle Group deployments determine installation schedule. Battle Force requirements define equipment baseline.**
- **All changes must establish a relative value of that change based on mission requirements and needs (prioritize). For example: MILCON ranking.**

Design Principles:

Process

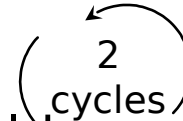
- **Resources for any new processes must be identified up front, prior to tasking.**
- **Process must have flexibility to adapt to changes based on specific guidance and business rules.**
- **Process should determine scope of interoperability issues (e.g., what programs are affected?).**
- **Establish baseline Battle Force configuration requirements**
- **Entire process should operate in an electronic environment with electronic standards. Web page alone is not acceptable.**
- **Process must contain standard performance measures for continuous improvement and compliance**
- **Need to use standard naming convention and hierarchy for software**

Design Principles: Process (continued)

- **Re-invent as little as possible. Keep what is good.**
- **Move toward Battle Group configuration management versus platform CM. Continue to manage platform.**
- **Do work inside the CNO availability or in accordance with regional maintenance concept.**
- **Real fleet requirements. Be customer focused.**
- **Process should determine what changes affect interoperability**
- **Process must promote communication and teaming for government and contractor**
- **Define and make seamless the transition/crossover between SEA04 and SEA05**
- **The process must incorporate best value (schedule, performance, cost and regionalization, supportability, reliability, maintainability)**

PPT responsibilities

- **Understand affected processes**
- **Understand hand-off from Phase I**
- **Research Navy “best of breed”**
- **Develop “to be” design**
 - Validate design with affected stakeholders
- **Conclude design**
- **Identify resources required to implement the design**
- **Allocate responsibility to affected organizations**
- **Receive approval from Senior Steering Group (SSG) and affected organizations**



Phase I Next Steps

Phase 1 - Corporate Vision

Pre-brief for Workshop #1

E-mail in benefits/deficiencies

E-mail out benefits/deficiencies

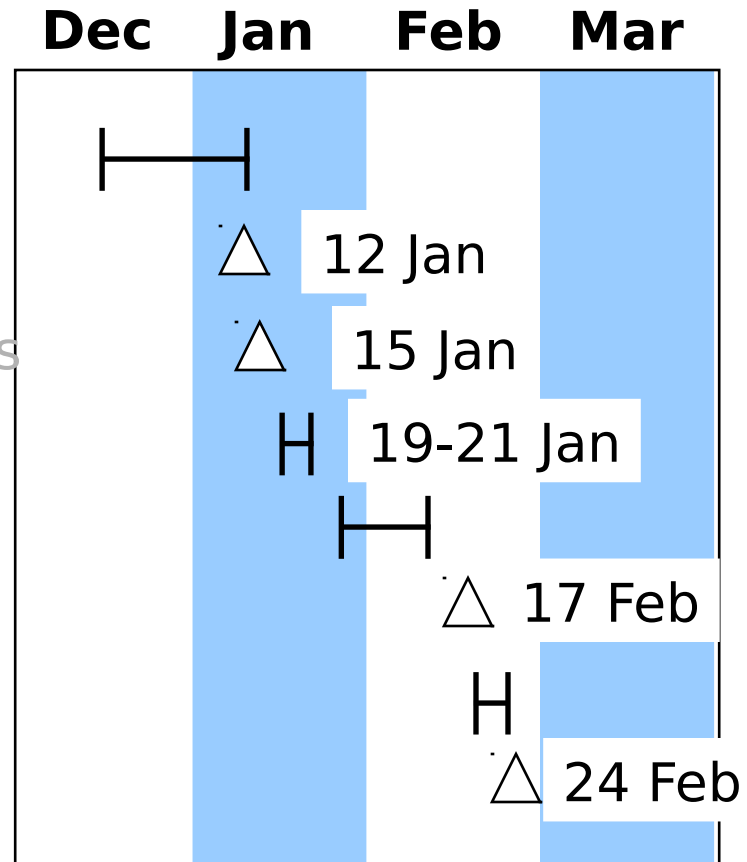
Senior-level Workshop #1

➔ Validate workshop results

Senior -level Workshop #2

Pre-brief executives

Executive-level Workshop #3



Senior-level Workshops #1, #2: CAPT/CDR GS 15/14

Executive-level Workshop #3: FLAG/SES

Workshops in the Washington, DC area